

SECRET

MIDCAREER COURSE NO. 22

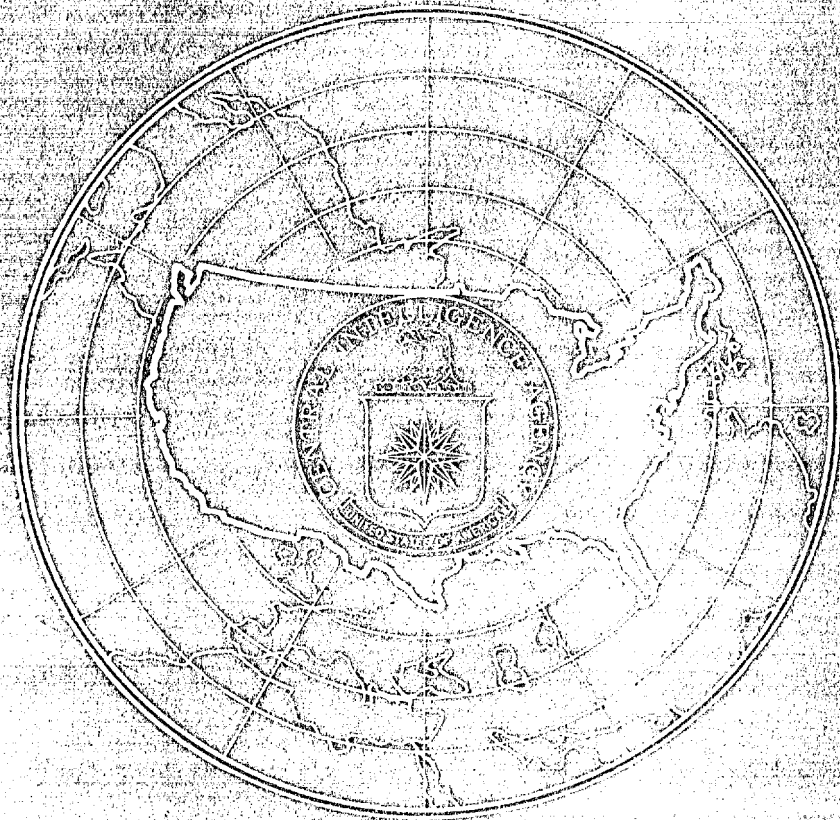
Course Report

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Approved For Release 2000/06/19 : CIA-R

MEDC #22 - Phase II
20 October-5 November 1969

MIDCAREER EXECUTIVE DEVELOPMENT COURSE



OFFICE OF TRAINING

SECRET

S E C R E T

MIDCAREER
EXECUTIVE DEVELOPMENT COURSE

NO. 22

PHASE II

THE AGENCY

AND

THE INTELLIGENCE COMMUNITY

Monday, 20 October through Friday, 31 October 1969



25X1A

Monday, 3 November through Wednesday, 5 November 1969

In Room 1A-07, Headquarters Building

S E C R E T

S E C R E T

MIDCAREER

EXECUTIVE DEVELOPMENT COURSE

NO. 22

CHIEF	:	[REDACTED]	25X1A
		Room 611, Magazine Building Ext: 2243 or 2826	
ASSOCIATE	:	[REDACTED]	25X1A
		Room 611, Magazine Building Ext: 2243 or 2826	
ASSISTANT	:	[REDACTED]	25X1A
		Room 611, Magazine Building Ext: 2243 or 2826	
TRAINING ASSISTANT	:	[REDACTED]	25X1A
		Room 611, Magazine Building Ext: 2243	

S E C R E T

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FOREWORD

The Midcareer Executive Development Course (MEDC), a part of the Midcareer Training Program, is the product of the determination at the highest levels of the Agency that promising officers be given an opportunity to widen their understanding of Management Practices, of current developments and problems in the Agency and the Intelligence Community, and of major issues facing the Government especially in the international field.

Phase I of the Course consists of a study of "The Managerial Grid" as a framework for understanding and applying effective managerial behavior. It provides an opportunity to examine individual assumptions and to practice selected skills.

Phase II deals primarily with the functions, relationships, and problems of various Agency components, and, to a lesser extent, with the activities of certain other organizations in the Intelligence Community.

During the final portion of the Course, Phase III, attention is focused primarily upon major developments and trends in World Affairs and upon some elements of national power which affect the U. S. Government's ability to exert influence on the international scene.

S E C R E T





25X1A

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S E C R E T




MONDAY, 20 October 1969

0900	Convene in CR-11		
0910-1020	General Briefing and Group Introductions		
1030-1200	"The Agency and the Intelligence Community"	<u>Hugh Cunningham</u> Director of Training	
1215	Lunch		
1310	Convene in front of Administration Building		
25X1A 1315-1415			
1430-1530	"The Agency's Relationships with the Congress" (CR-11)	 Legislative Counsel	25X1A
1545-1645	"The Role of the General Counsel"	<u>Lawrence Houston</u> General Counsel	
1645-1830	Free Period		
1830	Dinner		
25X1A 1930-2130	Informal Discussion 	<u>Hugh Cunningham</u>  <u>Lawrence Houston</u>	25X1A

S E C R E T

S E C R E T

TUESDAY, 21 October 1969

0800-0915	Reading and Critique Period		
0930-1045	"The Agency's Responsibility in Strategic Research"	<u>Bruce Clarke</u> Director of Strategic Research	
1100-1200	"Developments in Economic Intelligence"	<u>Edward Allen</u> Director of Economic Research	
1215	Lunch		
1315-1430	FILM: "The National Intelligence Estimates (Theater)"		
	"The Production of National Estimates" (CR-11)	 Member, Board of National Estimates	25X1A
1445-1515	Individual Presentation		
1530-1645	"CIA's Current Intelligence Role"	<u>Drexel Godfrey</u> Director of Current Intelligence	
1645-1830	Free Period		
1830	Dinner		
25X1A 1930-2130	Informal Discussion 	<u>Bruce Clarke</u> <u>Edward Allen</u>  <u>Drexel Godfrey</u>	25X1A

S E C R E T

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WEDNESDAY, 22 October 1969

0815-0915 "The Role of the Domestic Contact Service" James Murphy
Director, Domestic Contact Service

0930-1030

[REDACTED]

STATSPEC

1045-1145 "The Functions of the Central Reference Service" [REDACTED]
Deputy Director,
Central Reference Service

25X1A

STATSPEC

1200-1245

[REDACTED]

James Murphy

[REDACTED]

25X1A

1300

Buffet Lunch

[REDACTED]

1345-1545

Informal Discussion
with the
Assistant Deputy Director
for Intelligence
[REDACTED]

Edward Proctor

25X1A

25X1A

1600-1700

Individual Presentations (CR-11)

1700-1830

Free Period

1830

Dinner

1930-2130

Informal Discussion
with the
Deputy Director for Plans
[REDACTED]

Thomas Karamessines

25X1A

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THURSDAY, 23 October 1969

0800-0900 Individual Presentations

0915-1045 "Agent Operations" (Arena B)

Chief, International
Communism Group,
CI Staff

25X1A

1100-1200 Individual Presentations (CR-11)

1215 Lunch

1300-1330 Reading and Critique Period

1330-1400 Individual Presentation

1415-1530

Chief, Africa Division

25X1A

1545-1700 "The Management of an
Area Division"

Chief, Western
Hemisphere Division

25X1A

1700-1830 Free Period

1830 Dinner

1930-2130 Informal Discussion

25X1A

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FRIDAY, 24 October 1969

0800-0900 Individual Presentations

0915-1045 FILM: ~~"Roots of Madness"~~ "Operation Legacy"
(Theater)

1100-1200 Individual Presentations

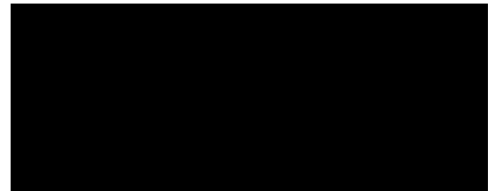
1200 Lunch

25X1A

1300-1400 Individual Presentations

25X1A

1415-1515





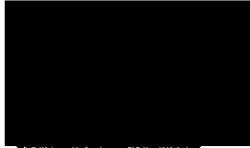
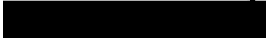


1530 Free Week-end

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MONDAY, 27 October 1969

	0900	Convene in CR-11		
	0930-1130 0915-1045	"Target: Soviet Bloc"		25X1A
	1145 1215	Talk of DCI Lunch	Soviet Bloc Division <u>Richard Helms</u>	
	1100-1230 1325-1400	"Target: China"	 Deputy Chief, Far East Division	25X1A
25X1A	1300	Buffet Lunch		
25X1A	1400 1345 -1515	Informal Panel  CR-11		25X1A
	1530-1700	"The Nature of Covert Activity" (CR-11)	Chief, Covert Action Staff	
	1700-1800	Free Period		
	1800	Dinner		
25X1A	1900-2100	Evening with the Executive Director-Comptroller 	<u>Colonel L. K. White</u>	

S E C R E T

TUESDAY, 28 October 1969

0800-0900 Individual Presentations

⁰⁹³⁰
~~0915~~-1045

"The Role of Science and
Technology in CIA"
(Arena B)

Carl Duckett

Deputy Director for
Science and
Technology

1100-1145

"CIA Research and
Development Programs"

Robert Chapman

Director of Research
and Development

1200

Lunch

1300-1345

"Foreign Missile and Space
Analysis"

~~David Brandwein~~

Dep. Director, Foreign
Missile and Space
Analysis Center

25X1A

25X1A

1400-1445

"Scientific Intelligence"

~~Donald Chamberlain~~

Dep. Director of
Scientific
Intelligence

1500-1545

"ELINT Activities"

George Miller

Director of ELINT

1600-1645

"Computer Services"

Acting Director,
Office of Computer
Services

25X1A

1645-1700

Closing Remarks

Carl Duckett

1700-1800

Free Period

1800

Dinner

1930-2130

Informal Discussion

Carl Duckett

Robert Chapman

David Brandwein

~~Donald Chamberlain~~

George Miller

25X1A

25X1A

25X1A

S E C R E T

WEDNESDAY, 29 October 1969

0800-0930 Individual Presentations

25X1A

0945-1045 "The Support Services"

R. L. Bannerman
Deputy Director
for Support

1100-1200 "The Nature and Scope of
Training Support"

[REDACTED]
Deputy Director
of Training

25X1A

1215 Lunch

1300-¹⁴³⁰~~1400~~ Individual Presentations

¹⁴⁴⁵⁻¹⁵⁴⁵
~~1415-1515~~ "Logistical Support of
Agency Activities"

John Blake
Deputy Director
of Logistics

¹⁶⁰⁰⁻¹⁷¹⁵
~~1530-1645~~ "Personnel Problems"

Robert Wattles
Director of
Personnel

1645-1830 Free Period

1830 Dinner

1930-2130 Informal Discussion

R. L. Bannerman
[REDACTED]
John Blake
Robert Wattles

25X1A

25X1A

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THURSDAY, 30 October 1969

	0800-0930	Individual Presentations	
	0945-1045	"Human Factors in Intelligence"	<u>Dr. John Tietjen</u> Director of Medical Services
	1100-1200	"Financial Management"	<u>Lester Bush</u> Director of Finance
25X1A	1230-1315 1330-1430 1315-1415	Lunch [REDACTED] "Security Considerations in Accomplishing the Agency's Mission"	<u>Howard Osborn</u> Director of Security
	1430-1500	Individual Presentation	
	1515-1715 1530-1730	"Developments in Technical Communications" (Arena B)	[REDACTED] 25X1A Director of Dep. Chief, ops. off. of Communications
	1715-1830	Free Period	
	1830	Dinner	
25X1A	1930-2130	Informal Discussion [REDACTED]	<u>Dr. John Tietjen</u> <u>Lester Bush</u> <u>Howard Osborn</u> [REDACTED] 25X1A

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FRIDAY, 31 October 1969

0800-0930 Individual Presentations

25X1A

0945-1200 "A Case History" (CR-11)


Instructor, Operations
School, Office of
Training

1215

Lunch

~~1300-1325~~

Film: "Why Man Creates"

~~1315-1345~~

Administration Time

~~1330-1400~~

CR-11

~~1400-1500~~

~~Individual Presentations~~

~~1530-1615~~

ETD for Drivers and Passengers

S E C R E T

S E C R E T

MONDAY, 3 November 1969
(At Headquarters - - - Room 1A-07)


25X1A

0800	Convene at Headquarters: Front of Auditorium	
0815	Depart for [REDACTED]	
0900-1130	"Developments in Photographic Intelligence"	<u>Arthur Lundahl</u> Director, National Photographic Interpretation Center
1145	Depart for Headquarters	
1215	Lunch	
1300	Convene in DDS Conference Room (7D-34 Headquarters) Administrative Time: [REDACTED] Accounting	25X1A
1315-1445	"Planning and Programming in CIA: Depth and Scope"	<u>John Clarke</u> Director of Planning, Programming and Budgeting
1500-1615	[REDACTED]	25X1A
1630-1700	Individual Presentation	

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TUESDAY, 4 November 1969
(At Headquarters - - - Room 1A-07)

0730	Convene at Headquarters: Front of Auditorium	
0740	Depart for the National Security Agency Headquarters Ft. Meade, Maryland	
0830	Arrive at NSA Headquarters	
0845-0900	Coffee	
0900-1200	Briefings on "The National Security Agency"	
1215	Lunch at NSA	
1315	Depart for CIA Headquarters	
1415	Arrive at Langley	25X1A
1430-1545	"The Defense Intelligence Agency"	 Assistant Chief of Staff for Plans and Programs, DIA
1600-1700	"The Imagery Analysis Service"	<u>Howard Stoertz</u> Director, Imagery Analysis Service

S E C R E T

S E C R E T

WEDNESDAY, 5 November 1969
(At Headquarters - - - Room 1A-07)

	0730	Convene at Headquarters: Main Bus Stop	
25X1A	0745	Depart for [REDACTED]	25X1A
	0830-1245	"Technical Services in Support of Operations"	[REDACTED] Chief, Technical Services Division 25X1A [REDACTED] Chief of Operations, TSD 25X1A [REDACTED] Chief, Development and Engineering, TSD 25X1A [REDACTED] Executive Officer, TSD
		Presentation - Tours and Working Luncheon	
	1250	Depart for Headquarters	25X1A
	1345-1445	CIA Operations Center Tour (Group A) Reading and Critique Period (Group B)	[REDACTED] Chief, CIA Operations Center
	1500-1630	"Coordination of Policy Problems Facing the Overseas Ambassador and the Headquarters Bureau"	<u>Ambassador Parker Hart</u> Director, Middle East Institute, Washington, D.C. (Former Assistant Secretary of State for Near Eastern and South Asian Affairs)

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MEDC #22 - Phase I

12-17 October 1969

MIDCAREER EXECUTIVE DEVELOPMENT COURSE



OFFICE OF TRAINING

SECRET

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MIDCAREER
EXECUTIVE DEVELOPMENT COURSE

NO. 22
(CTR #2 - 70)

12 October - 21 November 1969

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MIDCAREER

EXECUTIVE DEVELOPMENT COURSE

NO. 22

CHIEF	:	[REDACTED]	25X1A
		Room 611, Magazine Building Ext: 2243 or 2826	
ASSOCIATE	:	[REDACTED]	25X1A
		Room 611, Magazine Building Ext: 2243 or 2826	
ASSISTANT	:	[REDACTED]	25X1A
		Room 611, Magazine Building Ext: 2243 or 2826	
TRAINING ASSISTANT	:	[REDACTED]	25X1A
		Room 611, Magazine Building Ext: 2243	

S E C R E T

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WEDNESDAY, 8 October 1969
(USIB Conference Room, 7E-26)

INTRODUCTION TO THE COURSE

1300 Registration

1315-1445 Introduction to the Course

████████████████████
Chief, Midcareer
Executive Development
Course, SUS/OTR

25X1A

████████████████████
Midcareer Executive
Development Course,
SUS/OTR

25X1A

1500 Welcoming Address

Lt. Gen. R. E. Cushman, Jr.
Deputy Director of Central Intelligence

1530 The Midcareer Training Program

████████████████████
Deputy Director
of Training

25X1A

1545 Special Clearance Briefings

████████████████████
Security Officer, OTR

25X1A

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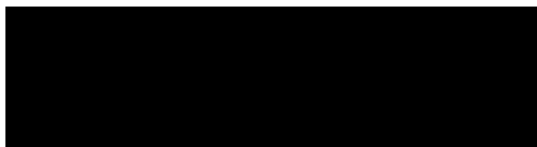
MIDCAREER
EXECUTIVE DEVELOPMENT COURSE
NO. 22

PHASE I
THE MANAGERIAL GRID

Sunday, 12 October 1969

through

Friday, 17 October 1969

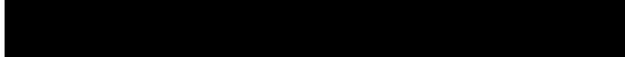
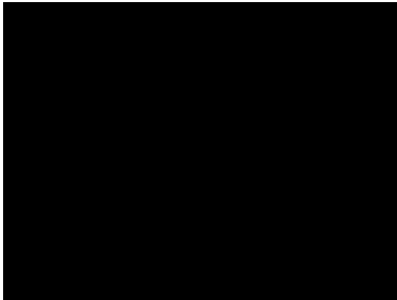




25X1A

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SUNDAY, 12 October 1969

1530		25X1A
1615	Convene in Conference Room (CR-11)	
	Welcoming Remarks	
	Security Briefing	 25X1A
	Reception 	25X1A
1700	Dinner	
1800		
1900-1930	General Session: Introduction to Seminar, Introduction to Grid Concepts Activity (CR-11)	 Management Training Faculty, SUS/OTR 25X1A
1930-2130	Team Activity: Grid Concepts Test	
2130-2200	General Session: Scoring	

S E C R E T

MONDAY, 13 October 1969

0800-0815	Lecturette: Start-Pathway-Goal-Critique	
0815-1000	Team Activity: Critique	
1000-1030	Team Activity: Complete and Post Wall Charts	
1030-1200	Film and Lecture: The Managerial Grid	
1200	Lunch	
1300-1315	Introduction to [REDACTED] Activity	
1315-1630	Team Activity: [REDACTED]	25X1A
1630-1700	General Session: Scoring	
1700-	Dinner	
1900-1915	Introduction to [REDACTED] Critique	25X1A
1915-	Team Activity: Critique	

TUESDAY, 14 October 1969

0800-0830	General Session: Newsprint exchange on [REDACTED] Critique	25X1A
0830-0845	Introduction to Team vs. Committee Action Activity	
0845-1230	Team Activity: Step 1: Developing team solution for Team vs. Committee Action	
1230	Lunch	
1330-1430	Team Activity: Step 2: Critique. Complete wall charts	
1430-1545	General Session: Step 3: Pair discussions of team reports	
1545-1630	General Session: Step 4: Summarize point allocations Lecturette: Managing Intergroup Conflict in Industry Introduction to Steps 5 & 6	
1630-1715	Pair Discussions: Step 5: Critique of pair member's Grid Styles	
1715	Dinner	
1915-	Team Activity: Step 6: Team Critique	

WEDNESDAY, 15 October 1969

0800-0830	General Session: Newsprint exchange on Team vs. Committee Critique
0830-0845	Introduction to <u>12 Angry Men</u> activity
0845-1030	<u>12 Angry Men</u> film
1030-1115	Step 1: Individual judgments of managerial styles of <u>12 Angry Men</u> characters
1115-1200	Team Activity: Step 2: Judging managerial of <u>12 Angry Men</u> characters
1200	Lunch
1300-1445	Team Activity: Complete Step 2
1445-1515	General Session: Step 3: Individual and team scoring of <u>12 Angry Men</u> Introduction to Step 4
1515-1700	Team Activity: Step 4: Critique
1700	Dinner
1900-1915	General Session: Lecturette: Organization Culture Concepts Introduction to Ideal Organization Culture Activity
1915-2015	General Session: Individual Completion of Ideal Organization Culture
2015	Team Activity: Ideal Organization Culture

THURSDAY, 16 October 1969

0800-0830	General Session: Introduction to Personal Feedback
0830-1000	Team Activity
1015-1045	General Session: Exchange on Procedures and Progress
1045-1700	Team Activity
1700	Dinner
1900-1915	General Session: Feedback on Ideal Organization Culture (NP24)
1915	General Session: Individual Completion of Managerial Values

FRIDAY, 17 October 1969

0800-0815	General Session: Introduction to Analyzing Organization Culture
0815-1100	Team Activity: Analyzing Organization Culture Prepare Newsprint on 7 Barriers
1100-1130	General Session: Newsprint Exchange
1130-1200	General Session: Feedback on NP52 Feedback on NP36
1200-1215	General Session: Lecturette "Organization Development" Summation of Seminar
1215	Lunch
1300	Briefing for Phase II [REDACTED]
1430	ETD for Drivers and Passengers

25X1A

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MEDC #22 - Phase III
6 - 27 November 1969

MIDCAREER EXECUTIVE DEVELOPMENT COURSE



OFFICE OF TRAINING

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S E C R E T

MIDCAREER
EXECUTIVE DEVELOPMENT COURSE

NO. 22

(OTR No. 2-70)

PHASE III
THE UNITED STATES GOVERNMENT
AND
WORLD AFFAIRS

Thursday, 6 November - Friday, 14 November 1969
Room 1A-07, Headquarters

Sunday, 16 November - Thursday, 20 November 1969, Field Trip

Friday, 21 November - A.M. - 1A-07 Headquarters
P.M. - USIB Conference Room

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MIDCAREER

EXECUTIVE DEVELOPMENT COURSE

NO. 22

CHIEF	:	[REDACTED]	25X1A
		Room 611, Magazine Building Ext: 2243 or 2826	
ASSOCIATE	:	[REDACTED]	25X1A
		Room 611, Magazine Building Ext: 2243 or 2826	
ASSISTANT	:	[REDACTED]	25X1A
		Room 611, Magazine Building Ext: 2243 or 2826	
TRAINING ASSISTANT :		[REDACTED]	25X1A
		Room 611, Magazine Building Ext: 2243	

S E C R E T

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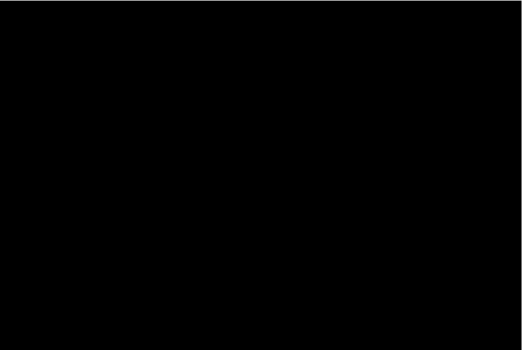

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THURSDAY, 6 November 1969
(Room 1A-07, Headquarters)

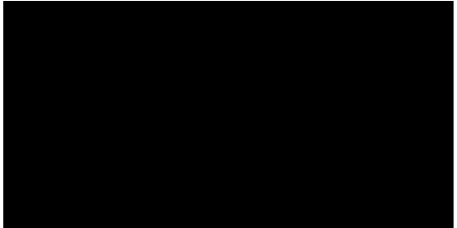

0830-0900	Reading Period	25X1A
0900-1100	"The Limits of United States Foreign Policy"	
1115-1215	Individual Presentations	
1215	Lunch	
1330-1445	"The President's Tools in Foreign Policy Decision-Making"	<u>Harold Saunders</u> Member, Senior Staff, National Security Council
1500-1645	"Vietnam: Trends and I Developments"	 Deputy Special Assistant to the Director for Vietnam Affairs, Office of the Director

25X1A

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FRIDAY, 7 November 1969
(Room 1A-07, Headquarters)

0830-0900	Critique Period (Phase II)	25X1A
0900-1200	"Communist China"	
1215	Lunch	
1345	Assemble in USIB Conference Room (7E-26)	
1400-1530	"Current Developments and Problems of the U.S. Government in East Asia"	<u>Marshall Green</u> Assistant Secretary of State for East Asian and Pacific Affairs, Department of State
1545-1645	CIA Operations Center Tour (Group B) Reading and Critique Period (Group A)	 Chief, CIA Operations Center

25X1A

S E C R E T

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MONDAY, 10 November 1969
(Room 1A-07, Headquarters)

0830-0900 Reading Period

0900-1130 "The War on Poverty"

Hyman Bookbinder

Director, Washington
Office, American
Jewish Committee
(Former Assistant
Director of the Anti-
poverty Program)

1145-1215 Individual Presentation

1215 Lunch

1330-1630 "Soviet Foreign Policy"

25X1A



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S E C R E T

TUESDAY, 11 November 1969

H-O-L-I-D-A-Y

(Veterans Day)

S E C R E T

S E C R E T

WEDNESDAY, 12 November 1969
(Room 1A-07, Headquarters)

0830-0900 Reading Period

0900-1130 "Language and Communication"

James Bostain
Scientific Linguist,
Foreign Service
Institute, Department
of State

1145-1215 Individual Presentation

1215 Lunch

25X1A

1330-1630 "The Middle East"

* * * * *

1730-2130 Informal Cocktail Party in the
Executive Dining Room at
Headquarters

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THURSDAY, 13 November 1969
(Room 1A-07, Headquarters)

0830-0900 Reading Period

0900-1015 ~~"Arms Control"~~

0900-1000 Individual Presentations

~~Sidney Graybeal
Deputy Assistant
Director, Science and
Technology Bureau,
U.S. Arms Control and
Disarmament Agency~~

1030-1200 "Congress Today"

Robert Eckhardt (D/Tex)
U.S. Representative
from the 8th District
of Texas, U.S. Congress
Washington, D.C.


1215 Lunch

1315-1345 Critique Period

1400-1515 "International Trade"

Robert Simpson
Director, Office of
International Regional
Economics, Bureau of
International Commerce,
Department of Commerce,
Washington, D.C.

1530-1630 "The Evaluation of National
Intelligence Programs and the
Agency's Relationship to the
PFIAB"

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Assistant Deputy to
the Director of
Central Intelligence for
National Intelligence
Programs Evaluation

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FRIDAY, 14 November 1969
(Room 1A-07, Headquarters)

0830-0900 Critique Period

0900-1100 "American Politics of the 1970's"

Richard Scammon
Director, Elections
Research Center and
Vice-President,
Governmental Affairs
Institute,
Washington, D.C.

1115-1145 Field Trip Briefing

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1200 Lunch

1330-1445 "Current Development in
Latin America"

~~Charles Meyer~~
~~Assistant Secretary of
State for Inter-American
Affairs~~

~~1500-1700~~ ¹⁴⁰⁰⁻¹⁶⁰⁰ "The Soviet Strategic Threat"

Bruce Clarke
Director, Office of
Strategic Research,
Intelligence Directorate

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** FIELD TRIP SCHEDULE FOR MEDC NO. 22

SUNDAY, 16 November 1969

1300	EST	Convene at Headquarters
1315	EST	Special Bus Leaves Headquarters for Andrews AFB
1430	EST	Leave Andrews AFB for Charleston AFB Charleston, South Carolina
1700	EST	Arrive Charleston, South Carolina

MONDAY, 17 November

0800-1230	EST	At Charleston Polaris Missile Facility ATLANTIC
1300	EST	Leave Charleston AFB for Cheyenne, Wyoming
1800	MST	Arrive Warren AFB

TUESDAY, 18 November

0800-1600	MST	At Warren AFB
1615	MST	Leave Warren AFB for Colorado Springs, Colorado
1720	MST	Arrive Peterson Field

WEDNESDAY, 19 November

0800-1600	MST	At NORAD
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THURSDAY, 20 November

0800-1430	MST	At NORAD
1445	MST	Leave Peterson Field for Washington, D. C.
2230	EST	Arrive Andrews AFB
2240-2325	EST	Special Bus to Headquarters Building

** The above Flight Schedule for MEDC No. 22 is tentative, but it will be confirmed during the week prior to the Field Trip flight.

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FRIDAY, 21 November 1969
(Final Day)

0900 Convene in Room 1A-07 Headquarters

0915-1130 Administrative Time
 Preparation of Field Trip Accountings
 Completion of all Course Critiques

1145 Lunch

1345 Convene in USIB Conference Room (7E-26)

1400-1530 Commencement Speaker

 Ambassador C. Tyler Wood
 Special Assistant to the Administrator
 Agency for International Development
 Department of State

1600 Closing Remarks

 Mr. Richard Helms
 Director of Central Intelligence

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Midcareer Executive Development Course (MEDC) No. 22

12 October - 21 November 1969

COURSE REPORT

I. General

Midcareer Executive Development Course (MEDC) No. 22, which ran from 12 October through 21 November 1969, won the strong approval of the great majority of students who, like their predecessors, commented very favorably on the overall value of the six weeks of training. Frequent remarks used by the students in their final critiques were: "... excellent... outstanding ... extremely valuable experience... on target to achieve its stated objectives..." and "... the best experience and most important training I have had in the Agency..." One student said that "the success of the course can be measured in that I have been forced to think."

At the same time there was some criticism of certain aspects of the program, and a number of suggestions were given for improving parts of the schedule, especially Phase II. More students than usual (including the women) commented on the length and fast pace of Phase II; several thought that speakers should be limited to one-hour presentations and that any time saved might then be devoted to reading or student seminars. One Intelligence Directorate Midcareerist felt that the course missed what he thought was its objective, i. e., developing managers or executives.

Some Midcareerists felt that the class was too old and that certain students "were being 'paid off' for years of faithful service..." One such critic urged the selection board to "shoot for a younger age group and encourage nominations... of extremely promising young individuals no matter what the grade level."

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Judging from discussions held throughout the course and from the thoughtful comments made in the critiques, the class seemed to be an unusually interested and committed group. Although members of each component took an active part in the course activities, it was the Clandestine Service (CS) contingent which, as a group, seemed to be especially spirited and dedicated. Stimulated by the discussions of Grid week, the CS members proposed establishing some informal organization which might help to improve the communication lines within their own component. This theme dominated their particular discussions with speakers during the Agency phase of the program.

In contrast to the previous summer running, this course had very few schedule changes. The Deputy Director and the Director, respectively, participated at the opening and the closing of MEDC No. 22, and the Agency officials who met with the class in the informal atmosphere of

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██████████ were headed by Colonel White and Messrs. Proctor, Karamessines, Duckett, and Bannerman. With only two exceptions, all speakers, including the final one, met with the class at Headquarters during Phase III. The class was fortunate during the field trip to have the opportunity to board a nuclear submarine at Charleston, S.C.

The 34 members of MEDC No. 22 came from the following components: 1 from the Office of the Director, 7 from the Intelligence Directorate, 3 from the Scientific and Technological Directorate, 15 from the Clandestine Service, and 8 from the Support Services. For the first time since the 16th running, this class had women students--two from the Intelligence Directorate and two from the Clandestine Service. Within two weeks following the close of the course on 21 November the Midcareerists of each of the four major components met with their respective bosses--Messrs. Bannerman, Karamessines, Proctor, and Duckett.

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II. Opening and Closing of the Course

The 22nd Midcareer Course was fortunate like many of its predecessors in having the Deputy Director of Central Intelligence open the course and the Director of Central Intelligence close the six weeks' program. On 8 October in the USIB Conference Room General Cushman congratulated each Midcareerist on his selection and stressed the value of the course to the Agency.

The Director met with the class on the final day, devoting most of the half-hour period to answering student questions. He expressed his optimism about the Agency's future despite budget cuts but emphasized the necessity for the Agency to maintain its professional excellence even as new demands were made upon it. Mr. Helms pointed out the value, especially for himself, that the Agency's No. 2 position was filled by a high-ranking and respected military officer. He also advised the Midcareerists not to get bogged down if things were not going right but to take advantage of the recent experience they had had to strengthen the Agency. Echoing a statement he made last summer in one of his Executive Staff Meetings, Mr. Helms said that he would not permit another summer running of the course since he discovered last summer that his top officials were "either on vacation or speaking at the Midcareer Course."

III. Phase I (Managerial Grid)

The initial Grid week was very well received by the class, and only one or two Midcareerists felt that it was of marginal value. In contrast to some of the views expressed by the preceding class, the 22nd Midcareerists seemed to be most enthusiastic about the final Grid exercise which evaluated the culture of our organization. Each of the teams came up with thoughtful conclusions, and the CS group in particular used its views to promote questions throughout the remainder of the course. Several members of the class suggested that the final exercise might be expanded and that aspects of the Grid week might be used during the subsequent Phase II.

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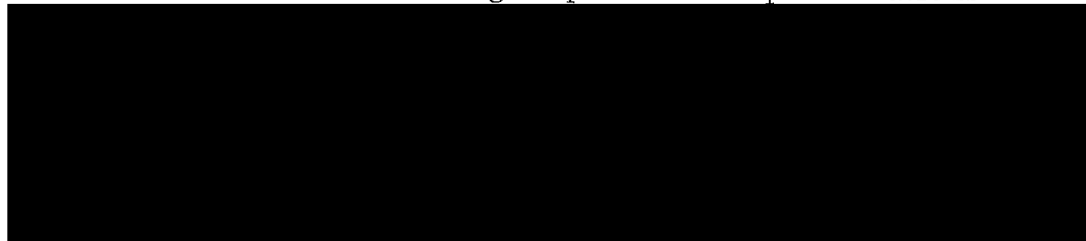
SECRETIV. PHASE II (Agency and Intelligence Community)

As in practically every previous running we have been associated with, student reactions to Phase II as a whole and to its individual parts varied widely. The majority of the class had high praise for this portion of the course--its concept, organization, and overall value in providing a "broad and comprehensive view" of the Agency's mission. Several felt this was the heart of the course, while a few felt it was the weakest and a bit long. A number of the Midcareerists thought that the presentations of the speakers could be limited to one hour's duration, and a few suggested providing additional time for reading or for student seminars.

Phase II got off to an excellent start on the first day with presentations by Messrs. Cunningham, [REDACTED] and Houston. Mr. Cunningham's discussion of problems facing the Agency and the Intelligence Community provided the usual incentive for many subsequent student discussions. During the first evening session at [REDACTED] and Houston discovered-- and subsequently told the Director at his next Staff Meeting-- that most of the Midcareerists thought they had been poorly informed on the Green Beret Case and that few students knew of the existence of the Management Advisory Group (MAG) or of its respective component members.

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The class was fortunate in having so many top officers-- led by Colonel White and Messrs. Proctor, Karamessines, Duckett, and Bannerman--meet with them in the informal atmosphere of [REDACTED]. As with preceding groups, the 22nd Midcareerists differed in their views regarding which were the best component speakers. Mentioned as having provided the most interesting or provocative presentations

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The appearance for the first time of Ambassador Parker Hart, a former Assistant Secretary of State, strengthened the Intelligence Community portion of Phase II, but a number of students felt that there should be more USIB presentations, especially from the the Defense Department. Most of the class was critical of the trip to NSA, primarily because there were too many organization-type briefings and no demonstrations. The best tour in the Headquarters region was the visit to TSD facilities [REDACTED] this was again first rate.

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Most of the students approved of the Individual Presentations by each member of the class; however, in a departure from the opinions of earlier classes, there was some adverse comment. The majority of the class felt that the reading kits were useful though a number commented on the lack of time to assimilate the contents of the articles except on a post-course basis.

The following quotation from one of the student critiques sums up what almost all of the Midcareerists felt was one of the most valuable products of Phase II: "...the Midcareer Course provided a unique opportunity to meet with, and to appraise, present and future Agency leadership in an informal setting."

V. PHASE III (United States Government and World Affairs)

The 22nd Midcareerists highly praised Phase III for broadening their understanding of problems beyond the immediate scope of the Agency and the Intelligence Community. A large number of the students felt that this was the most interesting, valuable, and enjoyable phase of the course. Such remarks were made as: "...excellent...very stimulating and thought-provoking...the quality of the speakers was tremendous... Great! Best part of the course..." All but two of the scheduled speakers met with the class.

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Outstanding during this portion of the program were: [REDACTED], who opened the phase with his discussion on the 'Limits of U.S. Foreign Policy'; Assistant Secretary Marshall Green, who for the second time gave a frank explanation of current East Asian problems; Professor [REDACTED] on Communist China; Hyman Bookbinder on domestic poverty issues; James Bostain of FSI on "Language and Communication"; Richard Scammon on "American Politics of the 1970's"; and Bruce Clarke on the Soviet Threat. Ambassador Tyler Wood from AID added to the dimension of Phase III when, as the final speaker, he described the scope of U.S. economic aid problems. Once again the availability of Room 1A-07 at Headquarters added a great deal to the effectiveness of this portion of the course for the class.

For the second time the staff arranged a cocktail party in the Executive Dining Room to provide at least one informal evening at Headquarters. Since the students had expressed an interest in learning more about the Director's Management Advisory Group (MAG), members of the latter were invited to meet with the class in the early evening of 12 November. This gathering proved to be stimulating to both the MAG members and the Midcareerists, and the former requested that they be asked to meet with subsequent Midcareer Classes.

VI. The Field Trip

MEDC No. 22 visited three installations--the Polaris missile and submarine facilities at Charleston, S.C. (a first for the Midcareer Course); the 90th Strategic Missile Wing at Cheyenne, Wyoming; and NORAD Headquarters at Colorado Springs. The initial visit to the U.S. Naval installation at Charleston was made at the suggestion of the Director of OSR when SAC Headquarters in Omaha indicated that it could not see the class in November.

The visit to Charleston proved to be the most popular from the student viewpoint. Not only was the tour of the Polaris and Poseidon facilities well-handled, but the class was especially fortunate in having been able to board and tour the nuclear submarine "USS Nathaniel Greene", following a briefing on the submarine tender "USS Hunley".

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The second stop at Cheyenne, Wyoming, was equally enjoyable. The hosts were unusually cordial and hospitable, arranged an interesting briefing and tour at Warren Air Force Base, and following luncheon at the Officers Club took the class by helicopters to several launch control sites.

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The final visit to NORAD Headquarters was not quite up to the earlier visits to Colorado Springs even though former [REDACTED] made every effort to see that the students' questions were adequately answered. This seemed to result from a less interesting series of briefings. However, the hosts were most cordial, and the class had an interesting visit to the Cheyenne Mountain complex and a brief tour and luncheon at the Air Force Academy.

The single drawback of the trip was the somewhat lengthy 7-hour flight between Charleston and Cheyenne in

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[REDACTED]

While the class had some criticism of certain aspects of the trip, such as the calibre of some of the NORAD briefings, the Midcareerists were in general agreement on the value of the trip. One student's comment of "Great! Great! Great!" seemed to express the class's appreciation for having had the field trip.

VII. Changes

The following changes should be noted for the coming year:

(1) The schedules of three of the four Midcareer Courses planned for 1970 have been altered. The forthcoming MEDC No. 23 has been moved forward by one week to start on 18 January and to conclude on 2 March. This was done so that the next class would have the opportunity to visit the NASA facilities at Houston and Cape Kennedy prior to the launch of Apollo 13 in mid-March. The 3 May-12 June 1970 running of MEDC No. 24 will remain as previously planned. MEDC No. 25 and MEDC No. 26, however, have been reprogrammed to run during the early and late fall of 1970, so as to meet the Director's decision not to have any Midcareer Course during the popular summer vacation months of July and August.

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(2) At the request of the Deputy Director for Plans, we will reverse the present relative order in which the Intelligence Directorate and the Clandestine Service segments appear in the course. For MEDC No. 23, the CS portion will be given following the initial day of Phase II, and the Intelligence Directorate presentations will come next.

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(3) To meet an increased number of Midcareerist suggestions that seminars be introduced into Phase II to permit greater student participation, the staff^h has been discussing with [REDACTED] a plan whereby speakers in the forthcoming course will prepare for seminars in the May-June running. This suggested innovation offers the prospect of greater student involvement and interest, and it would further modify to some extent the present four weeks of successive presentations by speakers in Phases II and III.

(4) With the wind-up of MEDC No. 22, the Midcareer Staff of Messrs. [REDACTED] will lose the talented services of [REDACTED] who has been of great assistance during the administration of the last two courses. [REDACTED] is scheduled to become Deputy Chief of Support [REDACTED] next summer.

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VIII. Attachments

Appended to this report are two attachments. Attachment "A" provides statistical information regarding the members of Midcareer Executive Development Course No. 22. Attachment "B" gives the verbatim Overall Critique comments of the 22nd Midcareerists.

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[REDACTED]
Chief, Midcareer Executive
Development Course

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ATTACHMENT B

OVERALL VERBATIM COMMENTS

Midcareer Executive Development Course (MEDC) No. 22

12 October - 21 November 1969

Twenty-nine of the thirty-four students comprising Midcareer Executive Development Course (MEDC) No. 22 submitted Overall Comments regarding the six weeks of training on the final day of the program. These comments are printed verbatim below, grouped together by the major Agency components from which the Mid-careerists came.

A. Office of the Director

"I consider the course excellent. As I indicated in some earlier critiques, I felt that Phase II could be shortened. I found the course to be of considerably more value to me than I had anticipated prior to the start of the course. I particularly appreciated the manner in which the course was conducted and the attention to student requirements by the OTR staff."

B. Intelligence Directorate

"This course is definitely one of the better programs offered by OTR and one that should be recognized as a permanent part of the curricula. I certainly received more benefits from this course than from any other training I have ever received."

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"Not knowing there would be a formal opportunity for commenting on the Course as a whole, I put my 'general' comments in the Part II Critique (re following Part I with some training in administration, supervision, etc., which should include problem solving exercises concerning actual Agency problems)."

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"The course is excellent. I think the trip should be more relaxed. I recommend a visit to a large aerospace manufacturer (TRW, Boeing) to discuss management problems. How are people mobilized to solve new tasks; how are costs estimated, contracts negotiated, etc. What incentives are offered to accelerate productivity. A speaker from the Office of Emergency Planning (preceding a visit to Norad). A speaker from the President's Council of Economic Advisors. George Kennen (formerly Ambassador to USSR) to discuss Soviet Foreign Policy. I do not see the need for [REDACTED] the Grid.

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I think the idea of meeting with the Chiefs [REDACTED] for informal discussion is overdrawn. I didn't find it provocative, or stimulating, or useful. My own feeling is that the entire course should be conducted at headquarters."

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"I don't think there would have been a better way to gain so much knowledge about the agency or world affairs in such a short time without this well planned course. It is the most useful course I have ever taken and certainly has put me on a course which will enable me to carry out my duties effectively and analytically to carry on the role of the agency. The weakest point of the course is the critique - time for critiquing is short. I think it would be advantageous for the groups (Grid teams) to meet again at the conclusion of the course to critique each phase in the same manner as discussions were held during the grid week. I think in this manner we would really hammer out the real pros and cons of the entire Midcareer course. Great praise to [REDACTED] - they were extremely effective and hard working."

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"Well organized and planned. Excellent high level speakers. Helpful, friendly and most competent staff. The only suggestion for improvement would be to inject some more management training in some fashion to grapple with some of the agency problems during Phase II. Another factor which is often discussed within the class is the different criterias used by the

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various directorates in choosing candidates for the course. These vary from selecting promising executive talent to rewarding an individual, to being a pre-requisite for promotion. Content of the course was excellent in covering not only the agency, the community but substantive briefings and geographic and international problems."

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"The course does not live up to its billing as an 'Executive Development Course' and does not deliver the goods with respect to widening the students 'understanding of management practices and of current problems in the Agency.' The only management training per se comes in Phase I. This problem could be overcome by deleting the least effective or redundant portions of Phases II and III (e.g. the presentations on [REDACTED] OCS, OTR, STATSPEC OF, etc. and the area presentations in Phase III) -- thereby reducing these phases of the course by three and two days respectively -- and by adding a week of additional management orientation. This week could be devoted to the Advanced Management Planning Course, or more desireably, to a follow-up of the Managerial Grid which would consist of seminar sessions organized around those parts of the present Phase II which deal with barriers to more effective management within the Agency (e.g., Hugh Cunningham's talk on the Agency within the Community; [REDACTED] presentation on the Management of an Area Division; Bob Wattle's talk on Personnel Problems; and John Clarke's lecture on Planning and Programming). A session with the Executive Director and the IG could also be scheduled. The week could then be capped off with a day long session with the Management Advisory Group. The present Phase II could then be trimmed back to deal solely with an updating on the functions of and relationships between selected Agency components. Finally, it seems to me that the Agency would gain more from a course of this type if it is aimed at those individuals who are most likely to be in positions of responsibility within the Agency in the coming years rather than at those individuals who merely have reached the mid-point in a 30 year career. What I am suggesting is that the course should be aimed at a somewhat younger, more junior group of officers than is currently the case. I suspect that a 30 to 40 year old GS-12 or GS-13 with 8 or 10 years service

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with the Agency is more likely to reach a position of responsibility in the Agency than is a 45 year old GS-13 with 15 years service. Younger officers are also more likely to be influenced by ideas presented in a course such as this than are older employees whose attitudes are already pretty fixed. In other words, I think that the Agency would get more out of a "Career Development Course" aimed at the up-and-coming GS-12 or GS-13 rather than from a 'Midcareer Course' aimed at the peaked-out GS-14. "

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C. Scientific & Technical Directorate

"As a whole the course was very rewarding since it made available for the first time the overall problems and capabilities of the Agency and the country. More free time should be allowed for reading and discussion during Phase II of the course. Some time should be allowed for the group to hold compulsory attendance group discussions. "

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"I found the Midcareer course to be an extremely valuable experience. It will undoubtedly have a significant impact on my future thinking. The course was well developed and organized. Messrs. [REDACTED] deserve a great deal of credit for making this course as effective as it was. Like any other course of this length it had its high and low points, but the low points were very few indeed. All in all the course was very well worth the six week investment. "

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D. Plans Directorate

"Great. Given the obvious limitations of time, topic areas, etc., the overall effort merits no apologies. Certainly adjustments are always possible as regards individual presentations, topical coverage, etc., but the effort to achieve perfection, or simply concensus, can be overdone. As for time and duration, the feeling is again that the coverage is about right. Each phase and each location ends or is shifted just before the limits of comfortable tolerance are reached. "

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"This was the best executed and most important training experience I have had in the Agency in the past dozen and a half years. If another 700 people go thru it in the next 6-7 years the impact on this organization will be unavoidable. The instructors are to be highly commended. The effort that goes into the substance and getting the people to present it is only occasionally apparent. The effect of this hidden effort is immediately and continuously before you. Also, the quality of what is said would not be half as impressive were it not for the atmosphere in which it is presented. While remaining completely unobtrusive these officers, particularly during Part I and II, most skillfully set a mood (and maintained it) which permitted the course to be as impressive and rewarding as it is. A remarkably competent job by Messrs. [REDACTED]

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"The MEDC is on target to achieve its stated objectives of providing a wider 'understanding of management practices, of current developments and problems in the Agency and the Intelligence Community, and of major issues facing the U.S. Government, particularly in the international field.' The course is well structured and logically sequenced in commencing with a direct focus on sound management principles and practices in Phase I, progressing to the Phase II examination of the Agency's functions, responsibilities, and management problems, and then proceeding to relate the role of the USIB agencies to the challenges and responsibilities facing the U.S. Government in the crucial area of foreign and military policy choices and decisions. The professional value of the substantive information delivered by the course and the illuminating insights furnished is unquestionably high. The regimentation implicit in so tightly scheduled and organized an undertaking as the MEDC and the essentially passive posture sustained through some four weeks of briefings and formal presentations are a bit wearing for activist types, as we assume all MEDC'ers are. To cut down a bit on the largely passive receptivity demanded of the students for so long a period, I would suggest allowing time for a student seminar in the middle of each week, by dividing the class into a few groups to delve into a topic of challenge and interest. Such a seminar in Phase II might combine in each group students from different directorates discussing various compartmentation and coordination problems or practices as they encounter them and handle them in their daily work; or in Phase II, just time for a give-and-take discussion among the 'Indians' on various questions or problems surfaced in formal sessions could be most rewarding. In Phase III,

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the student seminar approach could be used to focus on various foreign policy dilemmas facing the U.S. -- Soviet or ChiCom policies and intentions, U.S. policy choices in the Middle East, etc., with each student free to sign up for the seminar topic most interesting to him. The seminars would not need an outside leader or expert but would be run by the students as a team exercise -- problem defined but answer or solution open-ended. In Grid language, the students be allowed more self-involvement and engagement in the areas and questions considered in Phase II and Phase III. In my opinion the Intelligence Community is treated a bit too skimpily in the MEDC. I would suggest that the generous time allowed for presentations on CIA's organization and functions be cut back to allow for a full session at the Pentagon."

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"I feel that the entire course was a well planned and well executed education. It affords the participant an excellent insight into the operation of other components. Well deserved praise goes to our three instructors who worked very hard to see that we received the maximum benefit of the presentations - well done."

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"It was an excellent course -- too long -- but informative and well organized. Almost every lecture contained some item of interest and most speakers were good speakers. I do think the course would not suffer if shortened to 5 weeks. Some lectures are too long, none should exceed 1.5 hours, and there are idle periods particularly during the last two weeks. Again, I want to express my appreciation to the staff for the considerate and courteous treatment of the students throughout the entire 6 weeks."

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"The weakest part of the course is Part II, which for the time, energy and effort involved seems unbalanced in terms of what I got out of it. Otherwise, the course is very well put together, the topics thoughtfully selected, and while it bordered on an endurance test at times, I found it excellent. I cannot come up with suggestions on how to replace Phase II, but I believe this would measurably improve the overall course."

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"Looking at the forest and overlooking some of the trees, my overall reaction to the course is extremely favorable. My view is somewhat biased, in that I feel fortunate and proud that I was selected for participation in the course. I came away from the course with a feeling that for six weeks I was privileged to view the Agency (and to some extent, the U.S. Government) from a mountain top vantage point. In that sense, I felt as though I were accepted into an inner circle, not so much for the benefits to be derived therefrom, but for the purpose of sharing the awesome burden of responsibilities which our Agency has been charged. One of the major benefits I acquired from my attendance at this course, is the number of additional business acquaintanceships formed during the six weeks. I truly believe that I am in a better position today to perform my current assignment (and subsequent assignments) because of the knowledge that I can call on some of these friends to assist on operational and support problems, as well as having a fuller understanding how various other agency components interface with my directorate. Related to this, however, was the additional insight I obtained on the difficulty of the task confronting the Clandestine Services in providing the hard intelligence not possible to be obtained by technical means. I truly believe that my Directorate has the most difficult task confronting the Agency--and that the demands imposed on my colleagues and myself in the form of personal and family sacrifices, as well as professional responsibilities-- exceed that facing personnel of other Directorates; and that this situation may not be fully understood or appreciated by the other Directorates.

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"I was especially impressed with the time and energy which the Program organizers, especially [REDACTED], placed into insuring that the program moved along smoothly. His energies were endless and no detail escaped him. Kudos also for [REDACTED] (and [REDACTED] who were always there when needed. The course as a whole was well organized and by and large pertinent in all of its aspects. Perhaps Phase I should have been more demanding in terms of leadership and management responsibilities. Perhaps something on the order of the informal sessions with speakers used in Phase II could be applied on a selective basis to Phase III (non-Field Trip activity)-recognizing that logistically this might be impossible to manage, like "after-hour" portion was extremely useful-in many cases more useful than the formal presentations, so that the technique might conceivably be applied to Phase III."

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"The concept is great and I think the course is very well done and very well organized the way it is. It might be useful to follow the Managerial Grid week with the Advanced Management Planning" week though the disadvantages are obvious."

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"The preceding critiques gave us the opportunity to focus on each Phase and by its very nature tends towards negativism. I would now like to take this opportunity and congratulate our mentors [REDACTED] for an excellent job of organization.

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The program moved along at a good clip and was spiced by provocative briefings. Courses of any nature can be boring or routine and many are the individuals that are able to say only that "I attended." I come out of this course stimulated; not entirely in a positive frame of mind, but also in a complete negative sense. The success of the course can be measured favorably in that I have been forced to THINK!"

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"I found the course an extremely rewarding experience and would highly recommend it to all career officers. It presented a very good picture of the Agency as a whole, the trends of international and other affairs, plus a good insight into other organizations involved in the front line of the security of the U.S. Overall, the course achieved very well indeed its goal of expanding the horizons of the officers involved."

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"I cannot recommend it highly enough. The concept, presentation, and management of the entire course was outstanding. It afforded us an opportunity of getting to know people in other Directorates under most favorable circumstances and in a more intimate degree than we would have under any other arrangement. I'm sure that I can work more closely with the other agency components in the future than I have in the past as the result of having a friend in the other components and knowing something about their problems. I'm sure the course has made a substantial contribution to creating a stronger Agency."

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"An excellent course which has broadened my horizons, while at the same time given me a much better-although somewhat disturbing-insight into my own organization. All in all, it is probably the best course I have had in the Agency; it has its weak points, which have been covered in separate critiques, but in general it was thoroughly worthwhile. Not least of its benefits was the opportunity to talk to and work with people of all the other components of the organization, and to see a bit of how they operate. Also, the contacts made among other students should be very worthwhile in the future. I think the course should be given to as broad a spectrum as possible, and as often as possible, in basically its present format."

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"This is the best and most effective training I have experienced in 10 years with the Agency. For those officers who devote themselves to the objectives of the course, it proves an interim experience. For the DDP officer, the course cannot help but be a humbling phenomenon, in that the clandestine service tends to isolate the career individual from the rest of the organization and U. S. Government. To have a reasonably prolonged period of time in which to ponder ones own position and mission in light of organizational and national purpose, is a healthy and constructive thing. This course has provided me with the first opportunity to participate in my own career organization. I suggest that the course objectives could not be met nearly as effectively were it not for the informal atmosphere which surrounded most of the six weeks. Phase I and II must continue [REDACTED] rather than at Headquarters, for this reason. [REDACTED] were well-suited as chief instructors for this course and should be commended for a job very well done.. Phase III provided a refreshing detour through a series of non-Agency speakers, all of whom served to stimulate interest and intellectual exchange. This, too, cannot help but be a healthy exercise. The trip was, for those of us who had not visited the installations before, an extremely interesting and education aspect of the course and should be continued. In summary, I repeat my recommendation that the Agency devote considerable time to the organization of a career development program to include certain courses as pre-requisites for promotion to certain grades. The Midcareer course, because of the opportunity it provides to review Agency organization, functions, and objectives in addition to permitting the midcareer level officer to reflect and exchange views on his own function, should definitely be a pre-requisite promotion to GS-15."

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E. Support Directorate

"As a whole, I was favorably impressed. As mentioned, I feel that 'Something of Value' was obtained from all three phases, but the first phase had less immediate perceptable value. I do feel, though, that much of what we heard from various speakers would prove most interesting to a larger audience of Agency personnel, and therefore filmed and/or taped discussions given in the auditorium might be worth considering."

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"The trip to NORAD was not as interesting as I had anticipated. I met with several Midcareerists prior to the trip and their impression of NORAD was very much different than mine. Perhaps I had my expectations built up too high."

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"An exceptionally fine Course tailored to provide the student with a broad and comprehensive look at the Agency and current major developments in World Affairs. I sincerely considered it a real privilege to have attended the Course."

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"I thoroughly enjoyed the Course as a whole and am very glad that I could have the opportunity to participate. The Course was well organized (all phases) and moved as smoothly as possible. [REDACTED] deserve much credit in seeing that the multitude of details meshed which contributed in no small way to the courses success."

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"I feel that the overall value of the Course is not so much in the presentations, but in the opportunity to exchange ideas with contemporaries throughout the Agency. I feel further that the pace is a bit too hectic and that the course could be extended for another week."

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"The Course came at a particularly good time for both the Agency and myself. I was rather let down, felt out of it and was pretty disgusted. The net result has been a general uplift in spirit and although I don't know how long this will last it certainly has had a beneficial immediate effect. I see it as an orientation to the Agency. I knew or had heard most of these elements existed but for the first time feel a part of the Agency as opposed to a little man doing one little job."

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"In all this is an excellent course starting with the Grid and continuing on through the various Directorates of the Agency and other Governmental Organizations. This includes the final trip to what I would call the final product for national defense. These installations are the result of better intelligence which allow better decisions. I think this was evident in that the more modern defense, the Polaris and Minuteman systems, when compared to the NORAD complex, which should be rapidly brought up to date considering these new systems and potential threats. I believe industry should be included in this course since they certainly play a major part in our defense system. Company selection should be made on the basis of intelligence effort or in connection with a system which is seen on the trip. I also believe the Advanced Management Planning course should somehow be connected to this course as an additional week. Another item which might be considered is some attempts at real problem solving."

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